



## Gender Pay Gap Report 2020

This report details and addresses our gender pay outcomes, based on the mandatory snapshot date of 5<sup>th</sup> April 2020. The figures show the difference in the average pay between our males and our females on the snapshot date. This is different to equal pay, which would show the differences between males and females who carry out the same job or similar jobs of equal value.

The year 2020 has been atypical due to the onset of the global pandemic in early spring and the associated, unprecedented effects of it on our organisation. For YHA, as a charity and as an accommodation and hospitality provider, our operation has been substantially impacted, resulting in the majority of our employees being on furlough on the snapshot date of 5<sup>th</sup> April 2020. This resulted in a headcount of only 164 who were in receipt of 100% pay on this date and who are therefore eligible to be included in our reporting for 2020.

Despite the challenges of this year, we launched our new strategy 'YHA Strategy 2020', a 10-year journey to our centenary in 2030 and the outline of our priorities for the next 5 years. Since the last report, we have launched our new organisational values to underpin our strategy, linking them into our workplace behaviours and our revised performance review processes and are now working to embed them into our ways of working throughout the full employee journey. We have also introduced 360° feedback and leadership coaching within our Executive Team and have made progress in the delivery of our Management Development and Apprenticeship programmes.

We remain committed to building a world class people strategy that supports diversity, equity and career development for our employees and our volunteers and to paying our people fairly and appropriately. We implemented a revised pay and grading system for all our hostel network roles in March 2020 and are continuing the work on doing the same for our non-network roles.

We set out below our gender pay reporting figures based on the snapshot date of 5<sup>th</sup> April 2020.

For the purpose of comparison, we also set out figures on 13<sup>th</sup> March 2020 which include the headcount prior to furlough.

### 5<sup>th</sup> April 2020\*

Mean	Median
17.32%	16.96%

### 13<sup>th</sup> March 2020\*\*

Mean	Median
8.65%	3.77%

\*164 employees

\*\*1008 employees

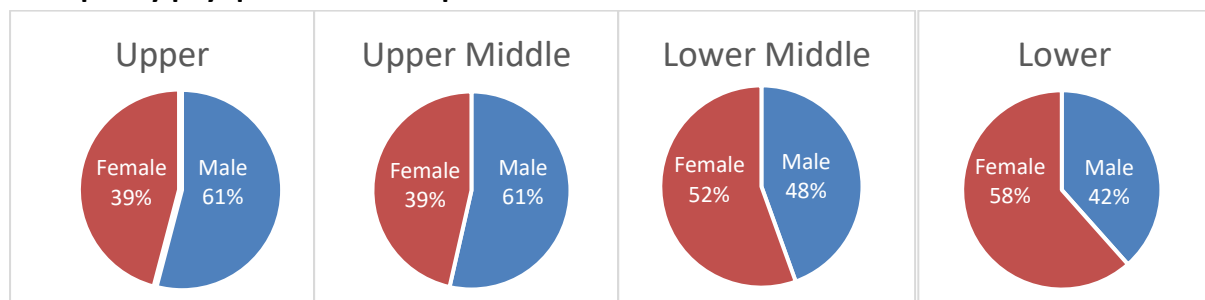
### What the numbers tell us about our gender pay gap in year 4

This shows that our average hourly rate paid to females on the mandatory snapshot date is 17.32% lower than the average hourly rate paid to males, with a median average pay gap of 16.96%. It is important to note that this only reflects the small number of staff who were not furloughed on that date.

These figures are significantly higher than the mean of 5.84% and a median of 6.05% in 2019. However, they are not fully representational of the overall gender pay gap, due to the small eligible headcount – hence our reason for including a comparison snapshot date of 13<sup>th</sup> March 2020 which was prior to any of our employees being furloughed and was therefore based on a headcount of 1008 eligible employees.

The figures do, however, raise questions that require further investigation. For example, while there is generally a good gender balance in the Senior Leadership Team at Head of Department and above, there were a greater proportion of upper quartile operational and technical roles needed within the non-furloughed COVID recovery team. We need to understand why these roles are predominantly held by men. For context, it is recognised within the digital and technology sector that females tend to be underrepresented which needs to be addressed. Within YHA, our most senior role in IT is held by a female, but the majority of the IT team is male. In the case of our Operations function, our most senior roles are held by females but the requirements/conditions of the role in the past may have deterred females with caring responsibilities and this is a situation we are proactively looking to address with an alternative approach/more flexible ways of working. We also need to explore whether and why there was any gender pattern to furlough decisions taken within the network.

**Our split by pay quartile on 5<sup>th</sup> April 2020:**

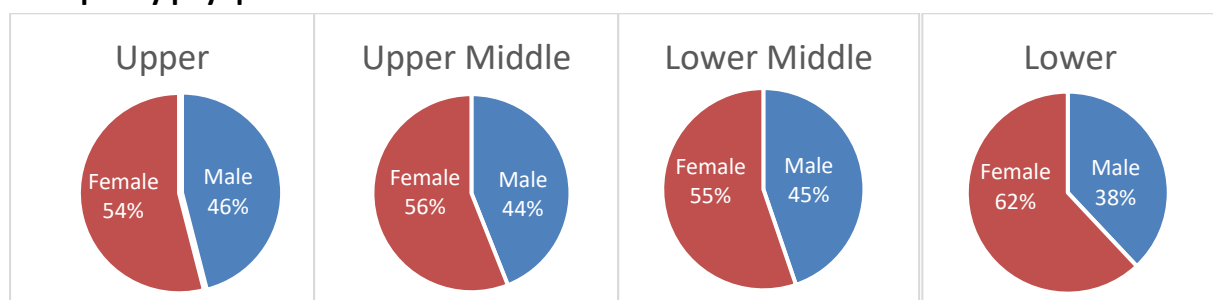


The overall split of our 164 eligible employees was 49% female and 51% male, which shows an almost equal gender split of those who were in receipt of 100% pay and therefore not on furlough leave on the snapshot date.

Where the pay quartile figures initially look to be negative compared to 5<sup>th</sup> April 2019 is in the upper quartile (2019 figures: 52% female/48% male) ; and in the upper middle quartile (2019 figures: 53% female/47% male).

To consider the impact of furlough, if we again use 13<sup>th</sup> March 2020 as the snapshot date, this shows:

**Our split by pay quartile on 13<sup>th</sup> March 2020:**



This shows a completely different make-up of pay quartiles pre-furlough compared to during furlough, with the much smaller number of eligible employees on 5<sup>th</sup> April 2020 snapshot date (during furlough) having a proportionately much greater effect on the gender split by pay quartile, especially in the upper and upper middle quartiles. This evidences that it is a 'one-off' pandemic effect, not an overall trend – however, further analysis is required to consider the gender split by role.

YHA does not operate a bonus scheme at any level within the organisation.

Taking account of these findings, we will continue to work on developing our inclusion and diversity strategy. This will include:

- Delivering on the first priority of our 2020 strategy which is that access for all means all. This means working towards our employees and volunteers, as well as those who stay with us in our accommodation, reflecting the demographics of England and Wales. We will achieve this by initially baselining our current position and based on the outcomes will address building greater diversity into our recruitment processes. Positive progress has already been made with Trustee recruitment this year.
- Completing the implementation of our new recruitment and onboarding system by the end of March 2021, ahead of any planned recruitment. This will enable us to better analyse the diversity of candidates who apply for our job opportunities and to compare this to the diversity of candidates who subsequently join us to ensure that the shortlisting, interview and overall selection process does not create any barriers to recruiting employees from diverse backgrounds.
- Developing our approach to flexible working, reviewing the learning from homeworking during the pandemic, to offer greater flexibility of 'workplace' and less reliance on a main head office base or on extensive travel, which should enable us to attract a more diverse workforce, especially in what have traditionally been our 'office based' roles.
- Developing our YHA Campus project to develop young people as employees and/or volunteers, providing support in starting careers utilising government programmes, activities, engagement contracts and partnering with external organisations.
- Working towards achieving Disability Confident 'Leader' status.

### **Declaration**

I confirm that the information contained within this narrative is accurate.

Signed:



Name: James Blake

Position: CEO

Date: 22/02/2021